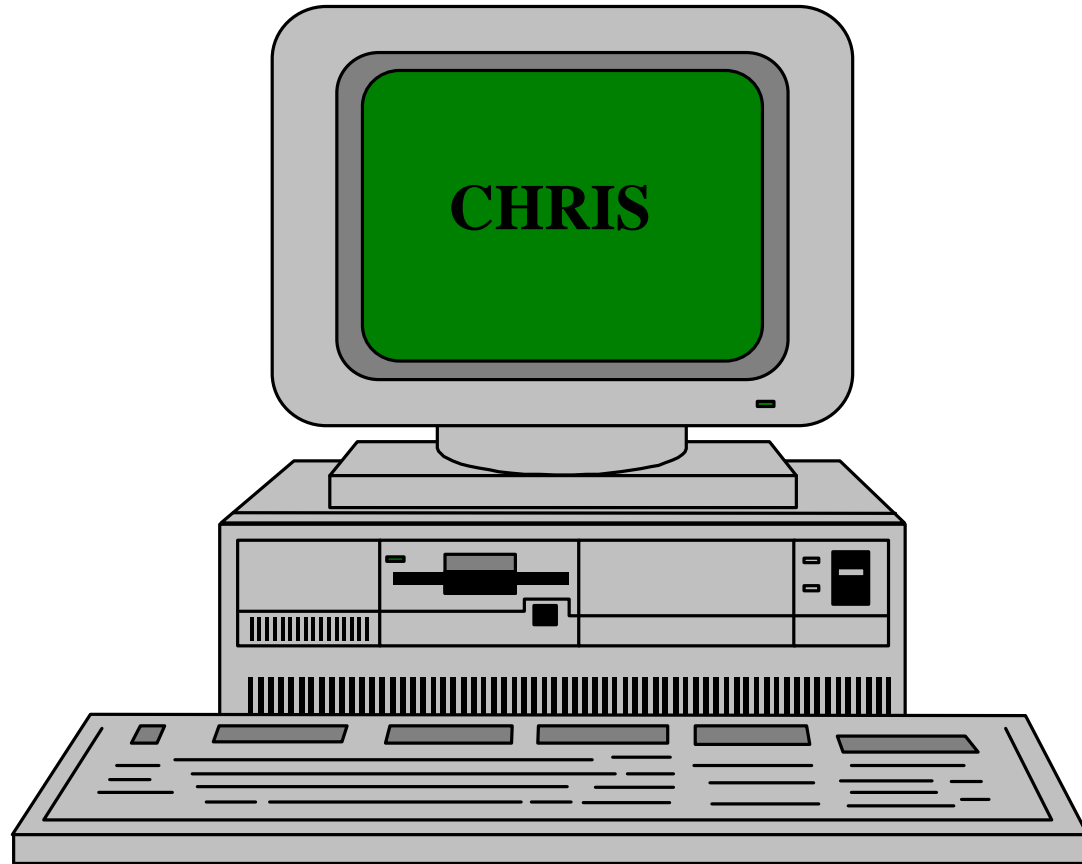# Corporate Human Resource Information System (CHRIS)

Early Drivers for Change

- Richland Operations Office Pilot of PeopleSoft

- Personnel/Payroll Cross-Servicing Initiative

- Strategic Alignment Initiative #39, Integrate Information Management

Richland PeopleSoft Pilot

- RL requested approval from DAS for HR to pilot PeopleSoft HRMS - 3/95
- Anticipated benefits:
  - » Streamline HR business processes
  - » Provide access to real-time HR information for analysis
  - » Measure effectiveness of HR programs
  - » Align Federal HR business practices with those of M&O contractors

Cross-Servicing Initiative

- Six sub-teams chartered to develop requirements for DOE
  - » Sub-team charged with defining HR business requirements
- Potential Federal agency providers of personnel/payroll services evaluated - 5/95
  - » HR sub-team determination that cross-servicer could not meet needs

HR Business Requirements

- Streamline personnel action processing
- Automate HR systems and programs
  - » work force planning
  - » skills inventory
  - » position management
  - » applicant tracking
  - » performance management
  - » training administration
  - » employee/labor relations

HR Business Requirements (cont'd)

- Eliminate redundant data entry/development of "home grown" applications
- Integrate and expand access to HR-related information
  - » real-time information
  - » desktop access for managers
  - » what/if analyses
  - » automated work flow/paperless office
  - » on-line reporting (current and historical)

SAI #39

- Provide "better" information to internal and external customers and stakeholders in a timely, cost-effective and efficient manner by

- Consolidating information technology acquisitions

  » designing corporate information architecture

  » ensuring interoperability among DOE sites

Corporate Efforts to Date

- HR Corporate Information Systems Task Force - 12/95 - 3/96

- Strategic Information Management Process - 4/96 - 7/96

- Software Evaluation and Purchase - 7/96 - 9/96

- Denver Planning Meeting - 10/96

- Initial Implementation Team - 12/96

HR Corporate Information Systems Task Force

- Task Force established -12/95 to:
  - » Benchmark available HR system products from a technical, information management perspective - 2/96
  - » Assess technically acceptable systems against the HR requirements established by the cross-servicing initiative - 3/96
  - » Determine potential configuration models for a nationwide corporate human resources system - 3/96 (Draft)

Top Priority Affirmed by HR Directors

- Implementation of an integrated human resource management information system was identified as the TOP priority for the HR community at the HR Leadership Forum - 3/96

- Priority was communicated in person by HR Directors to the Assistant Secretary for Human Resources & Administration at that session

Strategic Information Management Process

- Need for SIM imposed by Department's Chief Information Officer - 3/96

- "As Is" workshop resulted in map of current HR processes - 4/96

- "To Be" workshop focused on redefining processes, doing more with less and eliminating redundancy, paperwork, and non-value-added work - 5/96

SIM Process (cont'd)

- "Gap Analysis" workshop focused on gap between "As Is" and "To Be," defining some business improvement opportunities dependent on integrated corporate HR info system - 6/96

- Current HR systems inventory and cost assessment conducted at all sites and headquarters - 5/96 - 6/96

SIM Findings - Benefits and Costs

- HRM system would eliminate redundant development of systems and duplicate data entry

- Purchase of Federalized COTS software would reduce software "maintenance" at Department level

- No "Year 2000" transition problems

SIM Benefits and Costs (cont'd)

- Integrated system would be essential enabler of future HRM Concept of Operations
- HRM system "workflow" capability would reduce training needs and routing errors
- Enterprise purchase of HRM system cost-effective

SIM Business Improvement Opportunities

- Performance appraisal/reward system
- Technical assistance and decision support
- Advice and counsel to employees
- Preparing/issuing personnel action requests
- Training and developing employees

SIM Business Improvement Opportunities (cont'd)

- Administer local HR program operations
- Staffing
- Labor and employee relations
- Classification

Software Evaluation

- Stakeholder workshop to develop evaluation methodology - 7/96
- Week-long evaluation of 3 COTS software products being Federalized -- InPower, Oracle, and PeopleSoft - 8/96
  - » Software functionality checklist
  - » Interviews with customers of vendors
  - » Structured meetings with vendors on issues of particular concern to DOE

Software Evaluation (cont'd)

» Product attributes evaluated:

- **Functionality**
- **Service and Support**
- **Technical Architecture**
- **Vendor's Ability to Execute**
- **Initial and Ongoing Costs**
- **Vendor's Vision**

Software Recommendation and Purchase

- Recommendation made to DAS for HR and CIO to purchase PeopleSoft HRMS and Benefits Administration - 9/96

- Corporate $ pool from Congress did not materialize

- Sites/program offices "invited" to invest FY96 funds - $1.8M raised in less than one month

Software Recommendation and Purchase (cont'd)

- Existing 8A set aside contract utilized to achieve non-competitive purchase of software
- Approximately $2.7 million saved through enterprise-wide purchase over cost of site-by-site purchase
- Purchase completed prior to 9/30/96

Interim Implementation Solution/Resource Needs

- FY97 funding not available to implement system at Headquarters
  - » METC offered to provide hardware and software support to bring up system on central server
  - » Rocky Flats and Idaho offered to provide hardware and software support if needed for regional servers

Interim Solution/Resource Needs (cont'd)

- Decision on permanent location/staff and funding to be addressed (FY98 - FY99 time frame)

- Proposal made to OMB for share of $8M passback funds in FY98 to support CHRIS - $2M requested

Initial Planning Meeting in Denver

- "Investor" representatives met in Denver in October to organize and begin initial planning

  » 42 attendees represented 19 investor organizations (14 field, 4 HQ including IG, and FERC)

- Consensus reached for ALL DOE sites/program offices to "get on board as soon as possible" and participate in implementation

Planning Meeting (cont'd)

- **Implementation Boundaries**
  - » Must meet cross-servicing date of 6/98 for all actions to be processed in CHRIS
  - » Dual processing of actions will be required in PAY/PERS and CHRIS
  - » Local sites/offices must bear communications and desktop hardware costs
  - » No historical data initially
  - » Interface to cross-servicing choice not committed yet

Planning Meeting (cont'd)

- » Official data base to be maintained on one central server

- » Implementation must occur through matrix teams due to lack of corporate resources

- Participants broke into smaller work groups to develop charters for a proposed matrix structure

Executive Board
Steering Committee
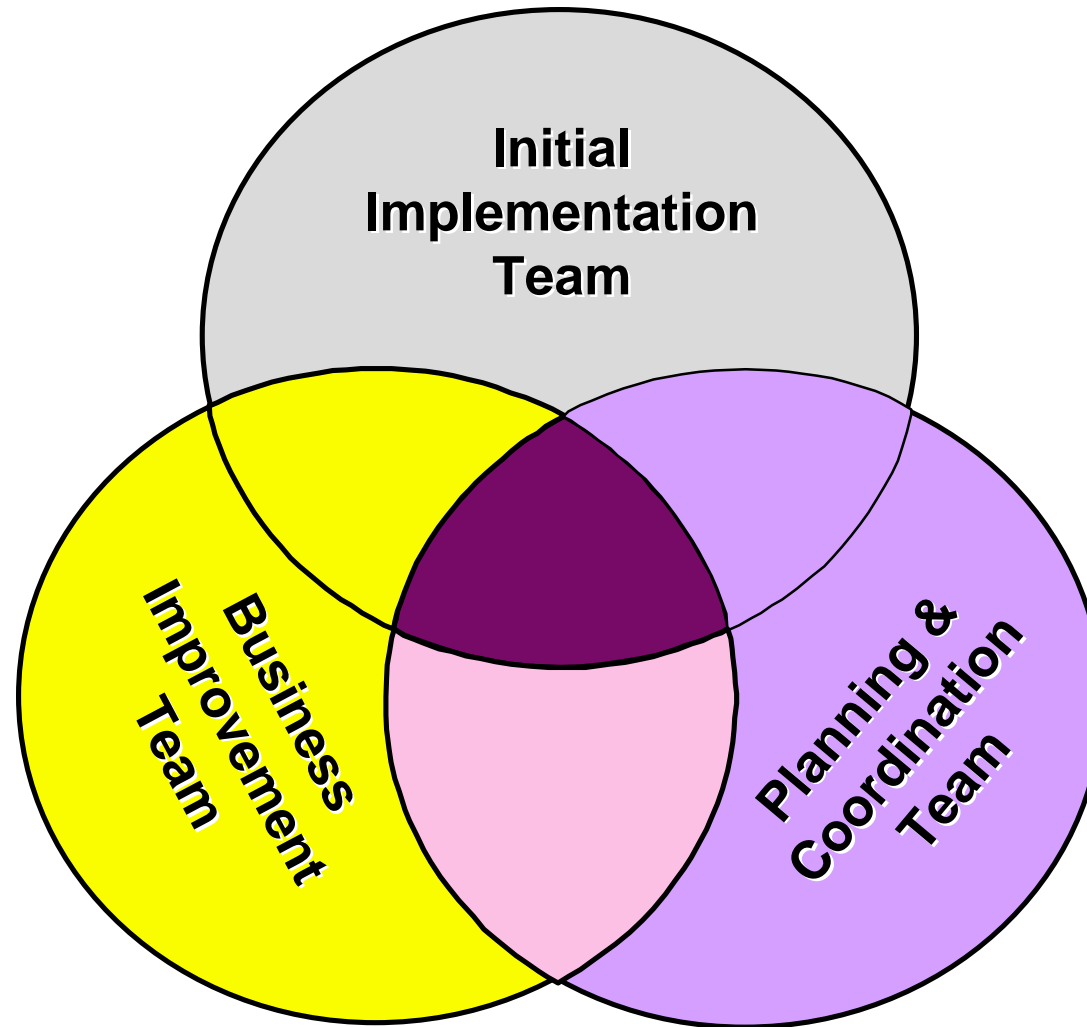
CHRIS Communications and Information

- Web Site established by Rocky Flats -- http://www.rfets.gov/chrishp.htm
  - » SIM Report
  - » Details on enterprise-wide software purchase
  - » Expected CHRIS Benefits
  - » Team Charters and Members
  - » Periodic updates sent to Heads of Departmental Elements

Initial Implementation Team Accomplishments

CHRIS
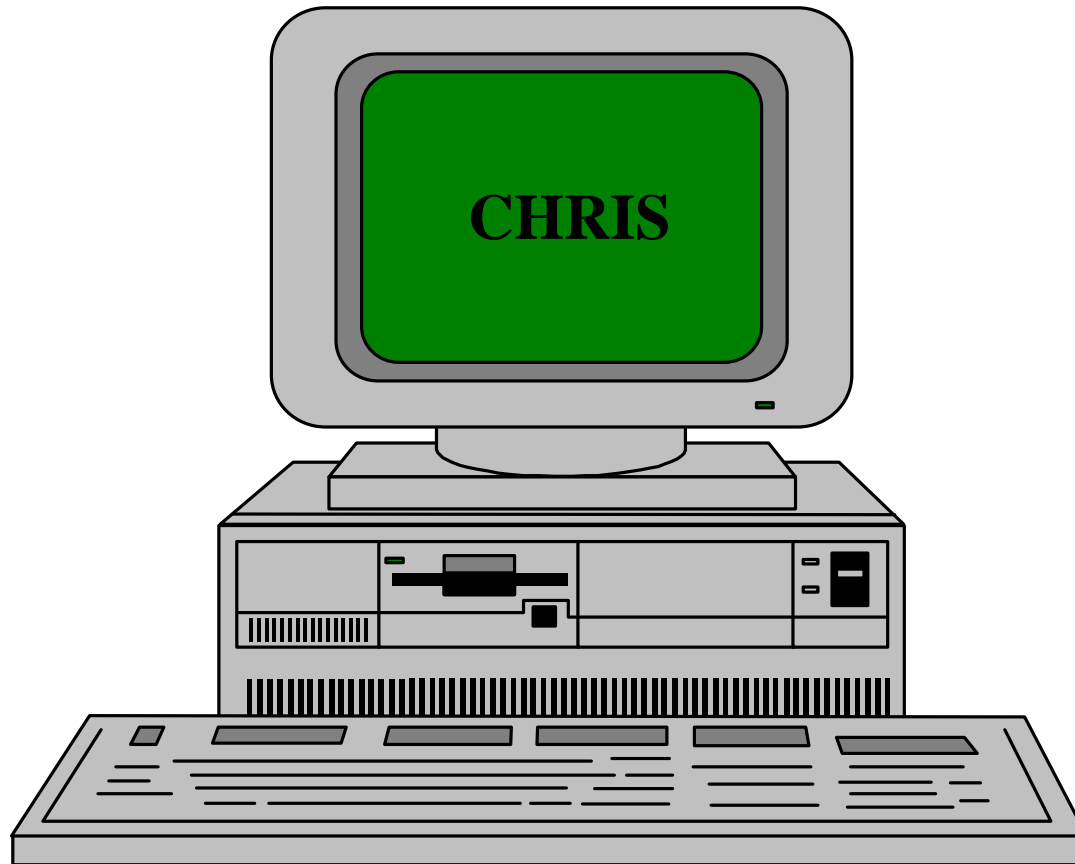
Hardware/Software Accomplishments

- Successful Installation of PeopleSoft
- Installation of Oracle Database - 12/7/96
  - » Completed 12/12/96
  - » 1 1/2 days to install

Hardware/Software Accomplishments

- **Distributed Standalone Copies of PeopleSoft to 5 Sites**
  - » Nevada
  - » Rocky Flats
  - » Idaho
  - » FERC
  - » Headquarters

Hardware/Software Accomplishments

- CD ROM copies of PeopleBooks made and distributed to sites working with PeopleSoft standalones

- CD ROM copies of PeopleBooks made and ready for distribution to all HR points of contact

Functional Accomplishments

- Team Organization
  - » Selected team leader
  - » Established team ground rules and procedures
  - » Restructured team
  - » Revised team charter

Functional Accomplishments

- Training
  - » Identified use of contractual training units
  - » Scheduled employees for PeopleSoft training
  - » Recommended corporate training plan for contractual training units
  - » Recommended development of corporate in-house training for daily users
  - » Recommended use of excess contractual training units

Functional Accomplishments

- PeopleSoft Tables
  - » Identified mandatory tables for preliminary loading
  - » Completed data mapping of mandatory PeopleSoft tables against PAY/PERS data elements

Functional Accomplishments

- ● Data Download, Import, and Clean Up
  - » Established process to download PAY/PERS data into PeopleSoft tables
  - » Use standalones to process data and receive batch edit reports - training to occur starting Feb 18, 1997
  - » Standalone sites will process and distribute edit reports for assigned sites

ON-GOING TASKS
Hardware/Software Issues

- Hardware/Software Issues
  - » Establish test procedures for connectivity (DOE Business Network - DOEBN)
  - » Testing and preparing client software for Windows NT server
  - » Establish routing activities for connectivity testing
    - **test with Idaho**
    - **DOEBN requires updating**
    - **working firewall issues**

ON-GOING TASKS
Hardware/Software Issues

- Working Multi-User Application Issues
  - » Referencing PSFORUM for updates/fixes, and answers to questions which arose during data loading

ON-GOING TASKS
Hardware/Software Issues

- Working with Germantown on PAY/PERS Download Retrieval and Data Manipulation Process
  - » Mainframe
  - » IPP address
  - » Import application

ON-GOING TASKS
Hardware/Software Issues

- **System Design**
  - » Time out
  - » Security/access
  - » Reporting
  - » Performance
  - » Backup/recovery plan

ON-GOING TASKS
Hardware/Software Issues

● Survey Field Sites Regarding Hardware/Software Availability

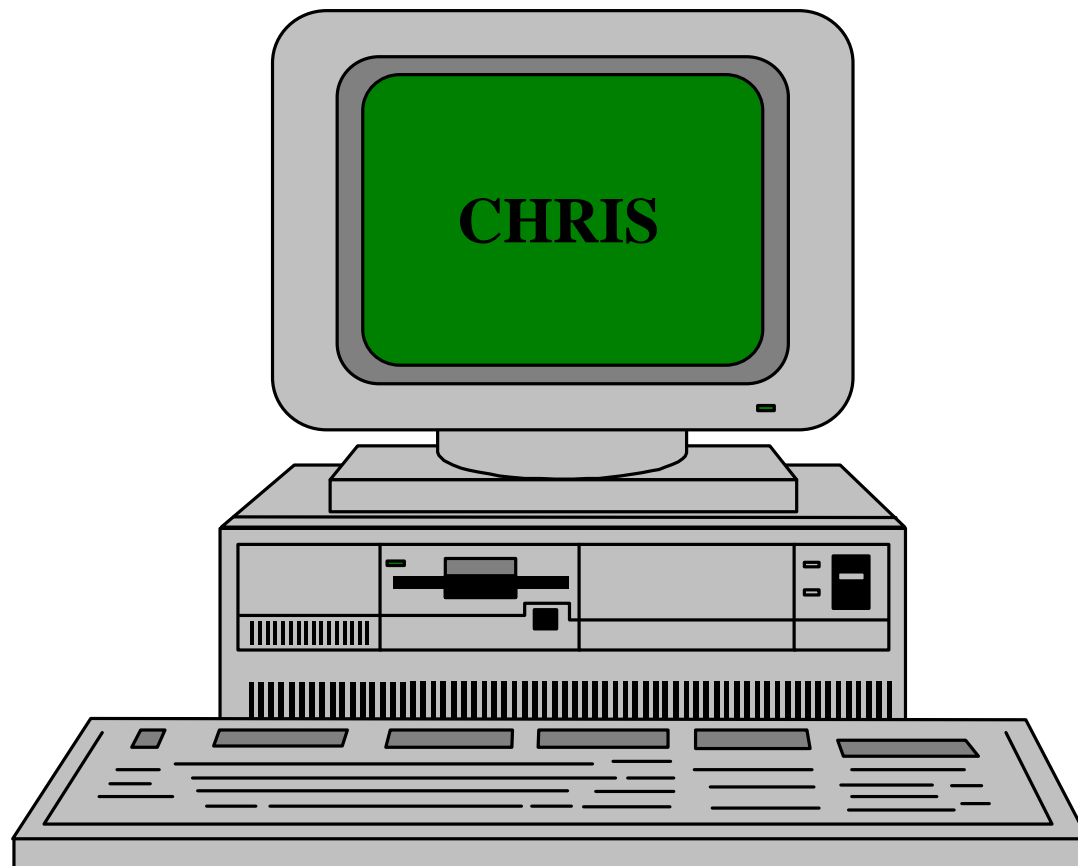# ON-GOING TASKS
Functional Issues

- **Establish Data Clean-Up Procedures**
  - » Corporate standards for data conversion
  - » Conversion guidance

ON-GOING TASKS
Functional Issues

- **Develop Glossary of Terms**
  - » Started by IIT members at Morgantown

- **Finalize Rollout Schedule**
  - » Review and approve local site implementation plans

Business Improvement Team

Business Improvement Team

- Focus on Re-engineering and Business Improvement Opportunities

- Balance System and Functional Needs

- Expanded Functionality of CHRIS
  - » Business driven needs
  - » SIM identified opportunities
  - » Built-in software features

SIM Identified Opportunities

- Staffing and Recruitment

- Performance Management

- Employee/Labor Relations

- Position Classification

- Position Management

- Training Administration

- Improved Advice and Counseling

Business Driven Needs

- New Approach to Program Development/Administration in DOE
  - » Cross-organizational collaboration
  - » Integration of all administrative programs
- HR Re-engineering Efforts
  - » HR Director survey/inventory
  - » Drive strategy through CHRIS implementation

Immediate Activities

- Initial Implementation Team Support

  » Business driven changes to support personnel action processing

  » Reporting capability

  » Position versus employee driven issues

- CHRIS Outreach Plan

  » Multi-media presentation

 » Targeted PeopleSoft demonstrations

Immediate Activities (continued)

- In-House Training Plan (if approved)
  - » Federal design and delivery team
  - » End-user training (immediate)
  - » Other target audiences (future)
- Federal User's Group
  - » Statutory and regulatory needs
  - » Common Federal practice

Other Roles/Responsibilities

- Expanded System Functionality

- System Customization

- CHRIS Impact on Future HR program Development and Administration

- Facilitating Support from Departmental Leadership/HR Directors

- System Configuration Issues

- DOI interface

Planning and Coordination Team
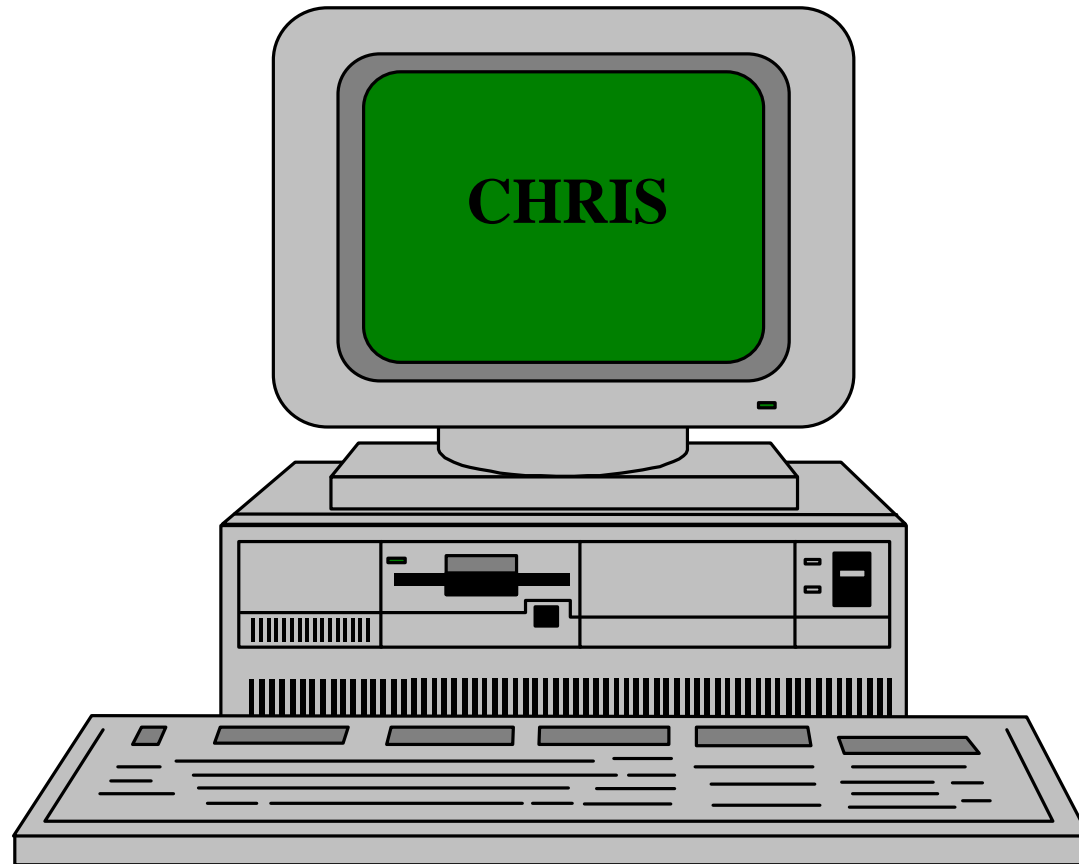
Planning and Coordination Team Mission

- To coordinate, monitor, and track the implementation of CHRIS to ensure the system is implemented on time, within budget, and meeting the Department's expectations for a successful implementation.

Approach/Methodology

- We Don't Do Anything! We Do:
  - » Tell others when to do it
  - » Blow the whistle when they don't
  - » Document it when the do
  - » Communicate it to the world
- Bean Counters
- Watchdogs
- Consultants

P&C Tasks/Products

- Project Plan Formulation

- Project Schedule Formulation

- Budget Formulation and Tracking

- Cost/Benefit Tracking

- Issues Resolution Tracking

- Management Reporting

- Resource Planning

Status: Work in Progress

- First Draft of Corporate Project Plan

- Second Draft of Project Action Schedule

- FY 98 OMB Passback

Key Skills Needed

- Project Management

- Organization

- Financial/Budget Analysis

- Systems Analysis

- Resource Planning